



US NAVY SYMPOSIUM ON ICE DIMINISHED ARCTIC Briefing

JULY 17, 2013

Company Overview

Crowley was founded in 1892, when founder Thomas Crowley — grandfather of current chairman, president and CEO Thomas B. Crowley, Jr. — purchased an 18-foot Whitehall boat to provide transportation of personnel and supplies to ships anchored on San Francisco Bay.

Crowley has since grown into a strong, diversified, service-oriented company with primary interests in marine solutions, transportation and logistics.

Today, the company has more than \$1.8 billion in annual revenues; approximately 5,500 employees and a fleet of 225 vessels. Land-based facilities and equipment include terminals, warehouses, tank farms, office buildings, trucks, trailers, containers, chassis, cranes and other specialized vehicles.



Three
Generations At
The Helm

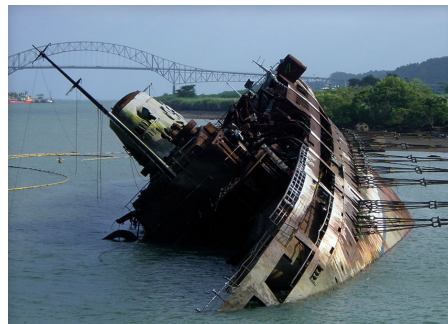
123 Years Of
Success



Marine Solutions,
Transportation
& Logistics

Crowley Services

- Project Solutions
- Ocean Towing and Barge Transportation
- Vessel Design and Construction Management
- Ship Management
- Marine Salvage, Wreck Removal and Emergency Response
- Oil Transportation and Sales
- Ship Assist and Tanker Escort



ARCTIC CAPABILITIES



- **Fuel Sales and Delivery**
- **Ice surveillance and vessel routing expertise**
- **Oil Spill Response Capabilities**
- **Ice Breaking and Ice Management**
- **Logistics and Resupply Services**
- **Project Management Services**
- **Module Transportation and Delivery**
- **Vessel Design Services**
- **Vessel Management Services**
- **Hovercraft Operations**

Typical Arctic Delivery



As Is This



Water levels are subject to wind and tide



Channels change from year to year



Villages lack traditional port facilities



Some Locations require tidal plain transits



Introduction of Double Hull Lightering Operations



Mariner Assessment Program



Crowley Bulk Fuel Terminals



● Office Locations

North Slope Operations



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Near Shore Oil Development



OFF-Shore Development



Near Shore Development



SEALIFT HISTORY NORTHSLOPE

Year	Activity	Major Customers	Total # of Barge Loads	Total Weight (Tons)	Timeframe (Delivery)
1968	Foggy Point	BP, Mobil	2	5,529	8/12-8/27
1969	East Dock	BP, ARCO, Dowell, Union	31	75,000	8/1 – 8/30
1970	East Dock	Taps, Arco, B.P.	36	187,000	8/9-9/15
1971	East Dock	BP, Alyeska	6	16,022	8/18-9/1
1972	East Dock	ARCO, Brown & Root	2	6,192	8/16-8/23
1973	East Dock	Brown & Root, I.T.T	8	20,999	7/19-8/18
1974	East Dock	Alyeska, BP, ARCO	16	65,650	8/4-8/28
1975	East & West Dock	ARCO, BP, Alyeska	47	154,420	8/4-8/28
1976	East & West Dock	ARCO, BP	21	64,324	8/14-9/9
1977	West Dock	ARCO, BP	7	45,790	8/15-8/26
1978	West Dock	ARCO, BP	10	39,558	7/31-8/26
1979	West Dock	ARCO, BP	2	7,984	7/31-8/13
1980	West Dock	ARCO-K, ARCO-P, SOHIO	10	44,091	8/15-9/10
1981	West Dock	ARCO-K, ARCO-P, SOHIO	14	55,446	8/1-9/2
1982	West Dock	ARCO-K, ARCO-P, SOHIO	15	69,600	8/14-9/5
1983	West Dock & Oliktok	ARCO-K, ARCO-P, SOHIO	14	96,499	8/17-9/6
1984	West Dock & Oliktok	ARCO-K, ARCO-P, SOHIO	11	30,089	8/3-8/17
1985	West Dock & Oliktok	ARCO-K, ARCO-P, SOHIO	13	48,159	8/1-8/21
1986	West Dock & Oliktok, Endicott	ARCO-K, ARCO-P, SOHIO	27	103,033	7/31-8/18
1987	West Dock & Oliktok, Endicott	ARCO-K, ARCO-P	6	18,587	8/12-8/19

SEALIFT HISTORY NORTHSLOPE (Continued)

Year	Activity	Major Customers	Total # of Barge Loads	Total Weight (Tons)	Timeframe (Delivery)
1989	West Dock & Oliktok	ARCO-P, ARCO-K	3	6,528	8/4-8/27
1990	West Dock & Oliktok	ARCO-P, ARCO-K, BP-P	4	13,215	8/8-9/6
1991	West Dock #3 Oliktok	ARCO, Parker Rig, Oliktok	1	4,000	8/23-9/12
1993	West Dock	ARCO, GHX-2	3	16,421	7/29-8/23
1994	West Dock	ARCO, GHH-2, PT MAC	4	22,860	8/27-8/28
1999	West Dock #2 & Oliktok End	ARCO, ALPINE, MIX	6	14,500	8/2-8/13
2000	NorthStar Island	BP	1	3,285	8/6-8/7 (return to Barrow Green Peace) 8/9-8/20
2001	NorthStar Island	BP	3	10,611	8/10-8/30
2003	LTS-West Dock #2	BP	1	2,504	7/31-8/10
2009	Liberty Project	BP	2	7,143	8/1-8/15
2010	Doyon, ENI	BP, ENI	4	11,653	7/29 -8/18
2011	Parker Drilling, NorthStar	BP	3	N/A	Summer 2011

Ice Operations



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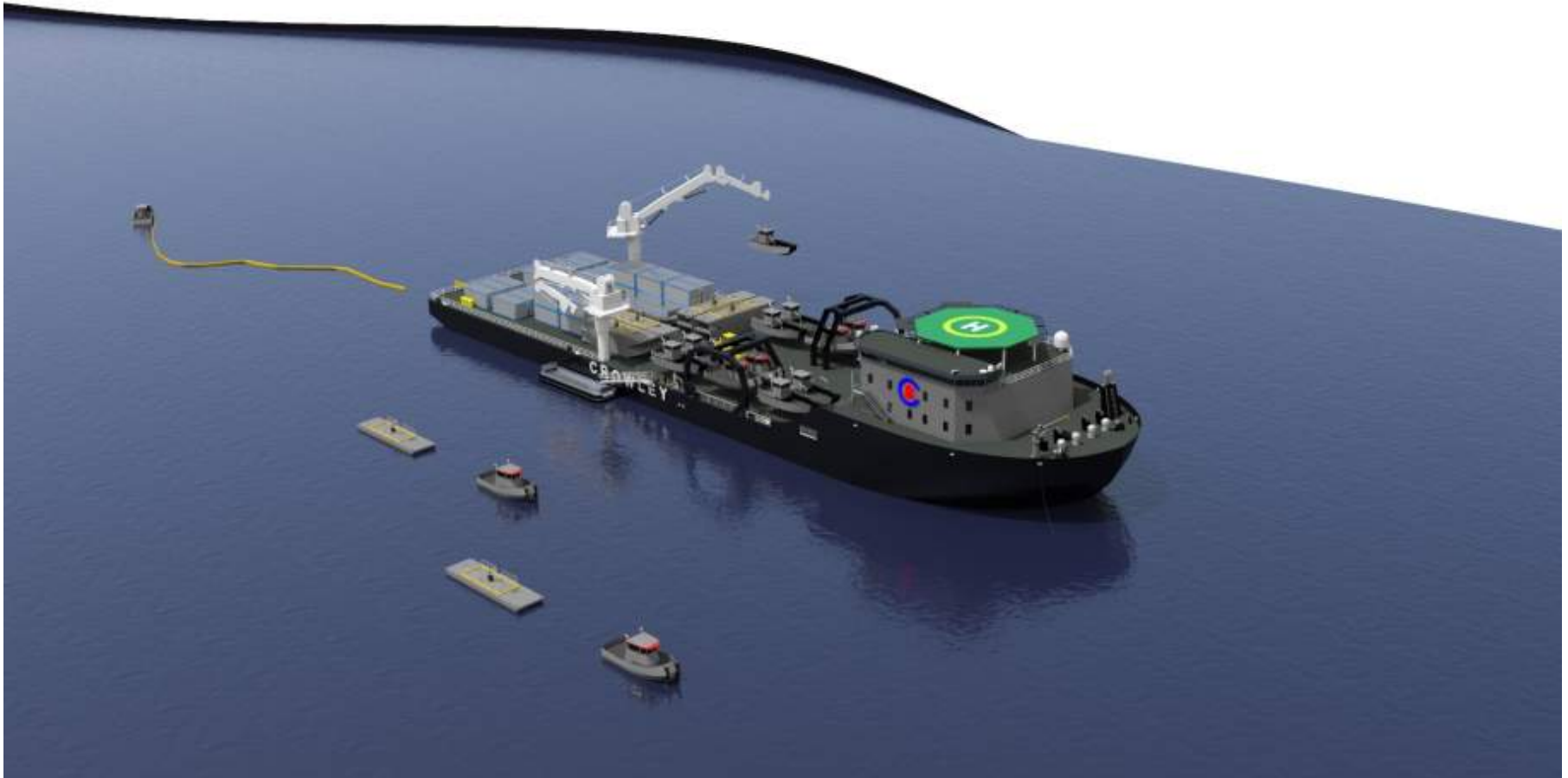
Early OCS Arctic Exploration



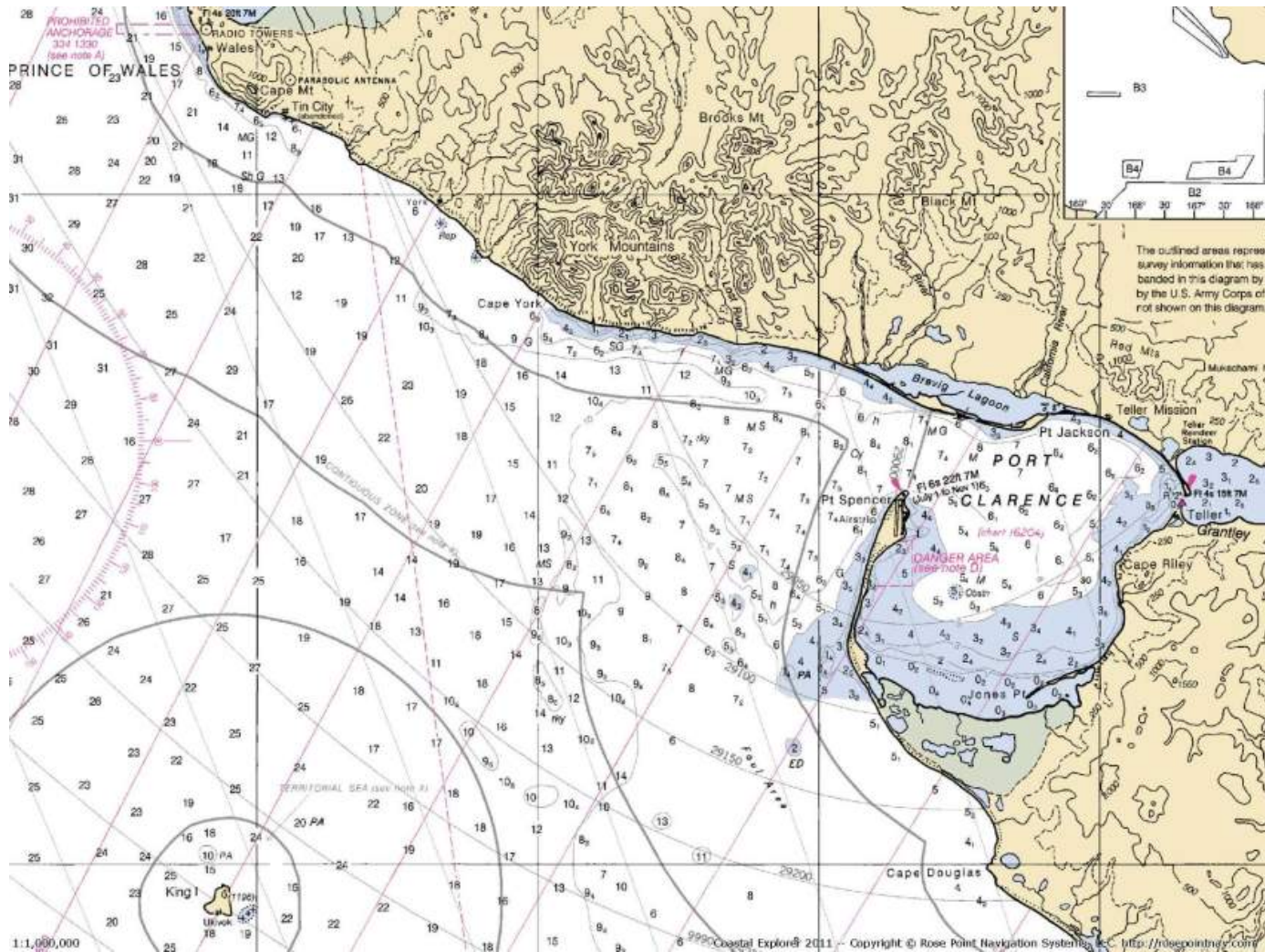
Current Arctic Spill Response Vessel



Future Arctic Spill Response Vessel



Arctic Port Development



QUESTIONS?

